

1 February 1952

MEMORANDUM FOR THE ASSISTANT DIRECTOR FOR
CURRENT INTELLIGENCE

SUBJECT: Inter-office Relationships in the Production of NIE's

1. As you know, following our meeting about ten days ago, I met last Tuesday, the 22nd, the Messrs. [redacted], Beatty, and Eckel of O/CI and with Paul Borel and William Bundy of O/NE. I am sure the O/CI men have informed you fully of what we agreed, but I thought it might be helpful to both offices to have this memorandum. If any part of it does not accord with the recollection of your people, please let me know.

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2. O/CI support in the preparation of estimates. We agreed that a routine should be established on a more definite basis than at present, on the following lines:

- a. Following initiation of an estimate, O/NE will forward the Staff's draft terms of reference to O/CI and will notify O/CI of the time of the Board meeting to consider these terms of reference. O/CI will review the terms of reference and convey its suggestions on topics that should be covered or possible revisions, either through personal contact with the O/NE Task Team Chairman or through attendance at the Board meeting. It is recognized that, particularly on "crash" estimates, it might not always be possible to give O/CI the day or two's notice required to get a satisfactory review and to arrange to see the Task Team Chairman or attend the meeting. In such cases, the O/CI suggestions would have to be conveyed through personal contact after the Board meeting.
- b. When contributions to the estimate are received from the IAC agencies, a copy will go automatically to O/CI for factual review and for suggestions of possible weakness or omission. O/CI will convey its comments and suggestions to the O/NE Task Team Chairman either through memorandum or through personal contact, or both. (Both would appear to be preferable if time permits.) O/CI should time its comments according to the priority of the estimate and the target date for a draft to the Board (usually shown on the O/NE Status Report), so that the time may vary from a day

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or two up to a week or ten days. The effort should be to have the comments conveyed in ample time for them to be considered in the staff draft.

(In this connection, we propose to send all contributions to the Chief Secretariat unless you direct otherwise. It should be noted that agency contributions may reflect divergent or controversial views and thus should not be distributed beyond a small "need to know" circle of O/CI.

- c. Draft Estimates will be sent to O/CI at the time that a final Staff draft is being distributed to the Board and will be accompanied by notice of the time of the Board meeting. O/CI will then convey its comments and suggestions on the current intelligence aspects of the estimate either through personal contact with the O/NE Task Team Chairman or through attendance at the Board meeting on the draft. As in the review of terms of reference, there may be cases where O/CI will not have enough time to comment before the first Board meeting. Since most estimates go through more than one Board meeting, it should almost always be possible, however, for O/CI to comment while the draft is still before the Board.
(N.B. The present arrangements by which draft estimates are sent to O/CI throughout their consideration by the IAC agency representatives will continue.)

3. Obviously, the success of the above arrangements depends heavily on personal contact between the representatives of the two offices.

4. I wish to assure you of the Board's interest in having your people participate as much and as directly as possible and always as members of the family. In most cases the real initiative to participate will necessarily fall on O/CI people. I am sending a memorandum to all the O/NE Staff to make sure that the arrangements are understood, so that there will be full cooperation.

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5. Exchange of memoranda sent to the Director, Deputy Director, or Deputy Director/Intelligence. From time to time the Administration Building calls upon both offices for evaluative memoranda on current happenings, and in many cases the resulting papers are not included in a regular publication series. We urge that each office should be responsible for getting a copy of each such memorandum to the other (unless of course there are over-riding security considerations laid down by the Administration Building).

6. It was agreed that, as at present, O/CI will be prepared to supply memoranda on current intelligence matters to O/NE on request. On some of these will be based a Board memorandum to the DCI. In cases of one on Latin America for example, continued reliance on O/CI would obviate the need to recruit a staff of specialists on that area. It is understood, of course, that these memoranda can only be attempted on a moderate scale and after operational priorities.

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National Estimates

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